Headquarters U. S. Air Force

Integrity - Service - Excellen ce

Air Force Acquisition Process Architecture Team (APAT)



Mr. Jim Wolffe, SAF/AQXA Architecture Integration 4 May 2004



Why Architecture?



- DoD and AF Mandates
- Makes sense
 - Structured view of the <u>acquisition process</u>
 - Process in the driver seat; functional and enabling aspects support the process
 - Value Analysis
- Cautions
 - Finding the balance between institutional transformation and MDA flexibility

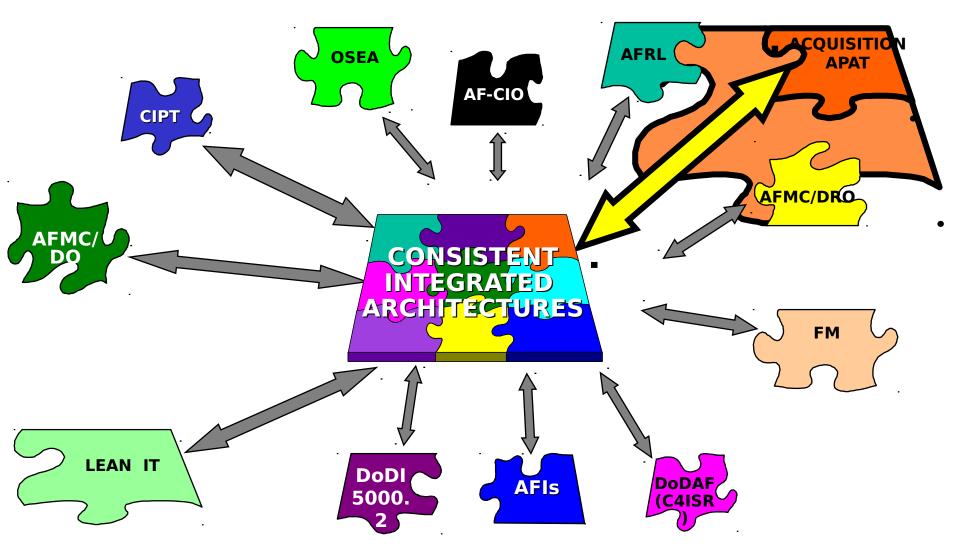






Integration Points











AGILE ACQUISITION

Transformation Roadmap Cycle **Phase I - Commit to** Phase III -Phase IV -Phase V -Phase II -**Transition Transformation Mobilization Diagnosis** Redesign Jul ATAC Feb ATAC Nov , Sep (ATAC) Jun Jan **'04** 04 **'02** 04 **'05 Establish** Get Leadership Get **Enablers & Get Crazy Get Real Organized** Oriented Vision Communicate Vision Agile -DOD 5000 -Pathfinders, LAI **DESIGN TEAM IMPLEM TEAM DESIGN & IMPLM** Acquisition -DAU & Other DOD Pilots... Bound/Scope the •Implement Initial Field TEAM -PEO Restructure & - An agile 5000. 3170 & PPBE **Process** Create design concept Version (Pilot) - Aided by process Awareness Training **AFMC Reorg** Understand Customer Develop End-State Center ACEs -Aaile Acquisition -Draft AF Acquisition for Needs Design •Realize Initial Benefits Transformation Flight Understand current capabilitie **Policy Campaign** Develop Develop Supporting -Expectation Mgmt s based Plan process Implementation Infrastructure Policy (PMDs) -SAF/AO-AFMC/CC- Identify Weaknesses acquisition Rollout Roadmap -SMART Deployment & AF/USA Sign ATAC in the existing design Goals are Institutionalize Build Initial Lab speed and **Improvements Kick-Off Memo** •Implement Succeeding Set targets for new Prototype credibility -Discovery Learning -SAF/AQX & PEO Acq design •Test, Learn, Improve & Releases **Deputies & AFMC** ATAC Decisions Map ATAC Decisions Iterate -OSD BIC Participation **Recommend processes** •-Utilize tools such as Restart with Phase II -Established AF for first round ATAC LAI to test for next group of **Divestiture Process** Review ATAC Decisions processes. -ATAC Decisions--Leadership Development **Prioritize Process** Agila Acquicition **Improvements** SAF/AQ, PEOs & -Identify Process AFMC/CC Establish: Expectations

Acquisition Architecture - As-Is - Gap Analysis - To-Be Processes - Living documentation.

Establish Initial

Governance Structure

Roles &

Responsibilities

ATAC Provides Continuous Oversight to Transformation Process and Informs SAE and AFMC/CC of **Activities & Status on a Quarterly Basis**

Continuous development and fielding of enablers (IT, strategic manning plan, policies, etc)

SAF/AQ, AFMC/CC, PEOs, et.al continue to deliver the Vision, provide feedback on progress, celebrate successes, learn from failures in redesian.



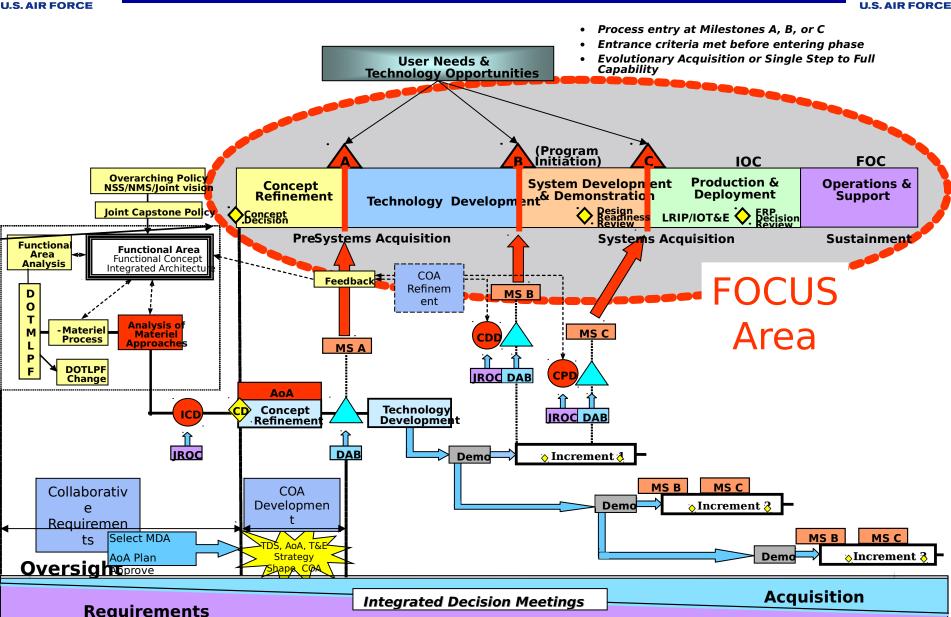




Technology

Scope of Acquisition







Purpose of APAT



- Collaborative team to develop the "As Is" processes underlying the DoD 5000 Model (Big A)
- Focus on vertical integration of acquisition phases
- Create operational views based on these processes
- Develop system views that currently support these processes
- Identify potential improvement areas
- Support future process reengineering efforts
- Provide input to ATAC & TAG

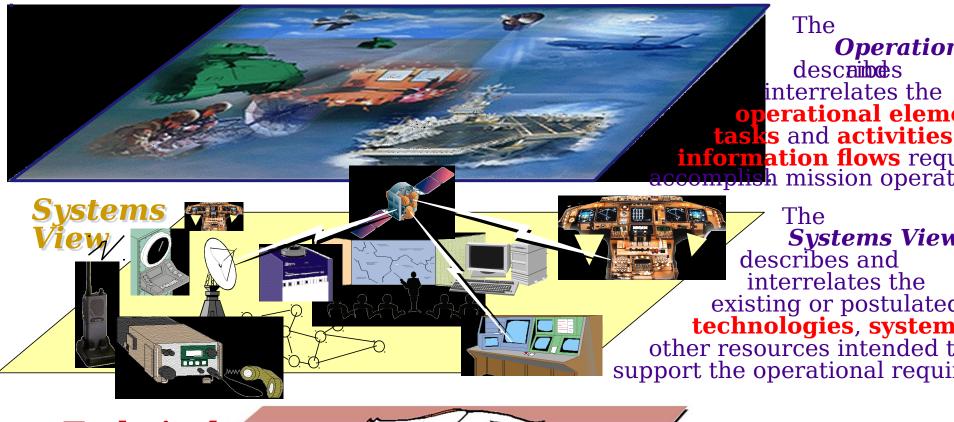






One Architecture - Three Views







The

Technical View

describes the profile of rule

standards, and convention
governing systems implements





AF Acquisition Process Architecture Team



Acquisition Transformation Action Council (ATAC)

Chair: SAF/AQX-Blaise Durante AFMC/CD-Dr. Daniel Stewart

Members: M Gen Sovey (AFMC/DR)
B Gen Bowlds (ASC), Dr. Cunningham (ESC)
Mr. Maikisch (SMC), Ms. Stokley (AAC)
Mr. Conner (OC-ALC), Mr. Davis (WR-ALC)
Mr. McFawn (AFRL), Mr. Bond (AFMC/DO)

Mr. Gill (OO-ALC)

Transformation Action Group (TAG)

Co-Chair: Ms. Janet Hassan (SAF/AQXA) Mr.Jeff Stanley (AFMC/CD) Mr. Bob Krilowicz (SMC/AXD)

Members: Mr. Bill Budden (OC-ALC/PS)
Mr. Kevin Rankin (ASC/AE), Mr. Mark Klicker (ESC/AE)
Ms. Cyndy Morgiewicz (ESC/AE), Lt Col Kari Smith (AAC/XP))
Ms. Sandy Faircloth (WR-ALC/AE), Mr. Michael Hitchcock (AFRL/AE)
Mr. James Newhouse (AFMC/TR)







Concept Technology S
Refinement Development

Technology System Development Development & Demonstration

> Design Readiness Review

Production & Deployment

LRIP/IOT&E Decision
Review

Operations & Support

Concept Decision

Pre-Systems Acquisition

Systems Acquisition

Sustainment





AF Acquisition Process Architecture Team



AF Acquisition Process Architecture Team (AF APAT)

Task Leadership Sponsors

- I Blaise Durante SAF/AQX
- 2 Dr Dan Stewart AFMC/CD
- 3 ATAC Voting Body

Sponsors Roles

Responsibilities

- •Resource Commitment
- ${\bf \cdot} Leadership$

Visibility

- •Communication Roles &
- •Priority
 Sustainment

•Resource Commitment

- Leadership Visibility
- Communication

Responsibilities

- Priority Sustainment
- Availability to Team
- •Champions to Complete

Task Leadership Advisors

- 1 Janet Hassan SAF/AQXA
- 2 Terry Balven SAF/AQX
- 3 Denny Paul CRET
- 4 TAG Members

Task Faciliation

- 1 Anthony Caruso CRET
- 2 Jerry Cemes CRET
- 3 Patsy Felosa CRET
- 4 Jason Rollins CRET
- 5 Mike Wilhelm CRET

Participants Roles & Responsibilities

- Visibility to Others
- •Communication/
- Priority Sustainment
- •Commit to Teaming
- Acquisition Focus Expertise
- Open to Change

Task Leadership Participants

- 1 Lt Col Michael Paul SAF/ AQXA Team Lead
- 2 Maj. Ryan Mantz SAF/AQXA
- 3 Mike Farmer AFIT/LSB
- 4 Guy Fritchman AFIT/LSB
- 5 Ken Farkas AFIT/LSB
- 6 Dave Weber AFMC/DRA
- 7 Jeff Stanley AFMC/DRA
- 8 Ken Huff AFMC/DRA
- 9 Steve Clark AFMC/DRA
- 10 Gail Steele AFMC/DRX
- 11 Kevin Kemper AFMC/ENP
- 12 Jeff Hallett AFMC/LGIA
- 13 John Pamplin AFMC/LGIL
- 14 Mick Hitchcock AFRL/AE
- 15 Vicki Hill ASC/PMAA
- 16 Bill Budden OC-ALC
- 17 Bob Martin SAF/ACE
- 18 Col. Ralph Dicicco SAF/ACE
- 19 Maj. Mark Schmidt SAF/AQ
- 20 JeffLoren SAF/AQRE
- 21 Jim Wolffe SAF/AQX
- 22 Lt.Col. Joseph McWilliams SAF/AQX
- 23 Steve Cain AF/ILID
- 24 Lt.Col. Robert Clausen SAF/AQXI
- 25 Reggie Brooks SAF/AQXI
- 26 Lt. Col. Leslie Blackham SAF/USAP
- 27 Trent Benisch SAF/USAP
- 28 Sandy Faircloth WR-ALC







APAT Timeline



Mar 04 ATAC Meeting

Apr 04 TAG Kickoff

May 04 APAT Level 4 Process Decomposition Work Sessions/Telecons

Jun 04 As Is Descriptions

Jun 04 Acquisition Process / Operational Architecture Level 4-5, Initial Acquisition Systems & Standards (SVs)

Jul 04 ATAC Meeting - Present TAG results and proposals for next cycle

Aug 04 Architecture Baseline (As-Is)

Sep 04 ATAC Meeting

Oct 04 AF Acquisition Process & System Vision (To-Be)

Oct 04 AF Acquisition ConOps

Dec 04 ATAC Meeting

Dec 04 AF Acquisition Transformation Plan

Feb 05 AF Acquisition Strategic Transformation Plan

Mar 05 ATAC Meeting







APAT To Date



- Level 3 processes developed in work sessions
- Level 3 processes validated by the TAG
- Level 4 Operations & Support process decomposition started







APAT Future Direction



- Perform process decomposition to level 5 granularity by June 2004
- Coordinate System Architect 2000 tool with AF/CIO
 - Development of architecture in support of OSMP
- Perform process value analysis
 - Process flows
 - Cycle time
 - Value added analysis
- Identify process improvement opportunities
 - Rapid improvement events based on process model







Process Parameters -



Definitions

- **Process** Logical set of steps transforming an input into an output
- Inputs Information or resource consumed in the activity to create the output
- Outputs Information produced by an activity
- **Suppliers** Who provides the input to the process?
- **Customers** Who receives the output of the process?
- **Key Players** Who is ultimately responsible for the process being accomplished?
- Controls Business rules that govern the performance of an activity
- Mechanisms Resource that performs or supports an activity, but not consumed by the activity
- Cycle Times What is the duration of the process step?

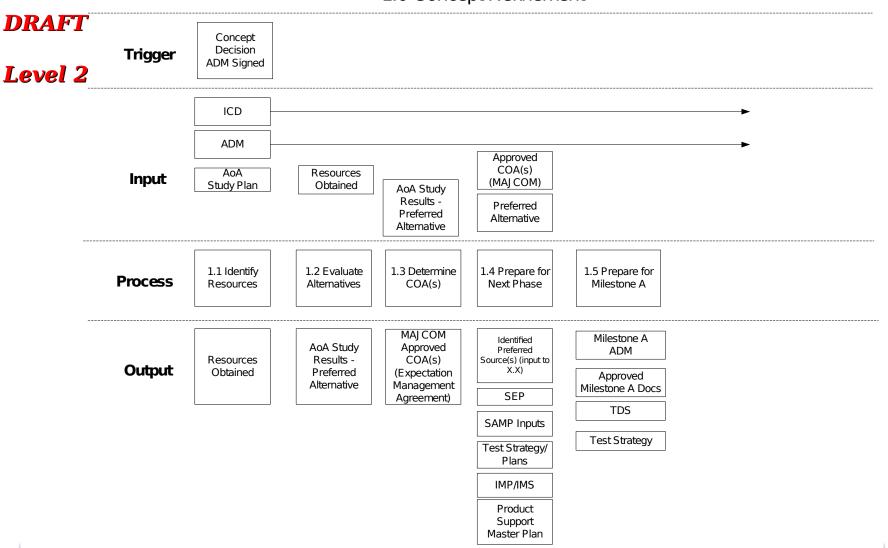




Acquisition Architecture (AF A-



1.0 Concept Refinement







Work Breakdown Structure



Acquisition Architecture (AF A-



1.1 Identify Resources

DRAFT

Level 3

Trigger

Concept Decision ADM Signed

ADM AOA Study Plan

Process

1.1.1 Assign Lead Organization 1.1.2 Determine Resource Needs

1.1.3 Acquire Resources

Resource Needs

(includes: Manpower, Facilities, Funding,

Tools, Etc.)

Activities

Output

Lead organization Identified

Resource Needs (includes: Manpower, Facilities, Funding, Tools, Etc.) Resources Obtained





Acquisition Architecture (AF A-PAT)



DRAFT

1.2 Evaluate Alternatives

Level 3

		Candidate Alternatives		→	
	Resources	AoA Study Plan			
Input	Obtained	ICD			
		ADM			
Process	1.2.1 Identify Potential Alternatives	1.2.2 Perform Trade Studies	1.2.3 Evaluate Results of Trade Studies	1.2.4 Select Preferred Alternatives	
		1.2.2.1 Perform Risk Analysis	1.2.3.1 Effectiveness Analysis		
Activities		1.2.2.2 Id Cost and Schedule	1.2.3.2 Cost Analysis		
		1.2.2.3 Assess Technical Performance / Capability	1.2.3.3 Cost Effectiveness Analysis		
	Candidate	Risk Assessment Cost and Schedule	Relative Comparison of	AoA Study Results -	
Output	Alternatives	Assessment	Alternatives	Preferred Alternative	





Performance Assessment Alternative



Issues and Challenges



- In many cases, repeatable processes don't exist. This may be process engineering, not re-engineering
- Need to **sync-up** this effort with ongoing efforts at AFMC (AFMC/DR, AFMC/DRO, AFRL, ASC, SAF/AQC, others)
- Need to keep the focus on the process, not the functions in the process.
- Capturing "hidden elements of process" e.g. staff-to-staff time preparing for official approvals
- Scope of the effort AQXI has identified more than 80 IT "systems" that support acquisition just in SAF/AQ.
 - Variety of processes requires broad participation across the acquisition domain
- Validation of acquisition architecture
- Increase membership/participation Centers/SPOs
 - Time commitment
 - 3 day face to face work sessions
 - 2 hour telecons



